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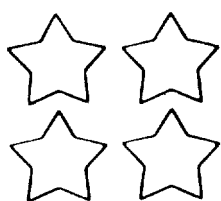
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**support**

**BULLETIN**

August 1966

FOR INFORMATION OF HEADQUARTERS AND FIELD PERSONNEL

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### PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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# \$ PPBS \$


## WHAT, WHY, AND WHO

If you know what the initials PPBS, PFP, and PM stand for and also what they really mean, you probably either work with the new Planning-Programming-Budgeting System (PPBS) every day or recently attended one of the Field Support Officers Conferences where the system was explained. For the rest of you who are interested in the new Government-wide effort to achieve better program planning and budgeting, here are some of the high points of PPB which were presented at the conferences.

## DEFICIENCIES IN OLD SYSTEM

What was wrong with the old annual budgeting system that caused the President last summer to introduce a new Government-wide Planning-Programming-Budgeting System?

Among the most serious defects in the old system was its failure to identify accomplishments in an organized, specific way and to relate these accomplishments to ongoing programs and activities. Thus, it was very difficult to cut down or prune out activities which had outlived their usefulness.

The old system also failed to elicit an agency's best thinking as to the most promising new things to be done and the estimated costs of new undertakings beyond the budget year. And finally, it failed to provide enough time for evaluation, review, and decision by top officials on budgetary problems. It tended

to become a one-shot approach described by some as "Spring fever." Too many decisions got made in the last moments of the hustle and bustle of getting out estimates. People were concerned with *whether* to undertake a new activity, and at the same time were haggling over *how much* it would cost.

The new Planning-Programming-Budgeting System is designed to correct these deficiencies.

## THE NEW SYSTEM

Within the framework of total national needs, the President now furnishes overall policy guidance to agency heads for developing a comprehensive multiyear program and financial plan for his review and decision as to possible alternatives. Specifically, the system seeks to identify the objectives of programs; to relate their dollar, manpower, and other resource requirements in a realistic way to their objectives; to look ahead beyond the budget year for financial implications; and to separate the decision on *whether or not* from the question of *how much*.

## CHANGING TO PPBS

Several factors facilitated our changeover to the new system—the forward planning that we had been doing in our Long Range Plan, our practice of presenting budget programs on an activity basis and the advantage of a flexible accounting system.

Last fall, in order to implement PPB, planning officers were appointed for each major organizational area. The Office of Budget, Program Analysis, and Manpower was reorganized as the Office of Planning, Programming, and Budgeting.

As its first task, O/PPB, working with the area planning officers, developed statements of Organization goals and objectives. Next came the development of an instruction known as the Combined Program Call, which was issued concurrently with the Organization's Planning Assumptions and Statement of Goals and Objectives.

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## COMBINED PROGRAM CALL

The Combined Program Call asked that ongoing programs of each individual component and each major area, as a whole, be written up in detail. The "Call" also requested a detailed description of proposed new programs—research or support activities, projects, operations—plus feasible alternatives that should or might be considered in achieving the objectives of proposed new programs. In addition to these descriptions of programs and proposals, the Combined Program Call provides for associated financial and manpower schedules projected through fiscal year 1972. These programs and accompanying financial and manpower data are to be organized on an activity or functional basis called program categories similar to those used in previous budget estimates.

## A NEW DIMENSION TO PROGRAM PLANNING

The Combined Program Call introduced a new dimension in Organization program planning called Target Area Analysis. Top-level executives will now have available to them a breakdown of the Organization's operations and activities according to targets to which operations are related.

## PROGRAM REVIEW AND ANALYSIS

Under the new system, program reviews to be made will include close scrutiny of objectives, measures of effectiveness, financial data, and treatment of alternatives. PPB System analyses will be made in depth on a year-round basis, using such techniques as operations research, systems analysis, and cost benefit analysis.

As a result of the program review and analysis, attention is focused on problems and issues which should be considered in deciding the Organization's program and posture for next year, and the year after, and—where appropriate—through 1972. Decisions are embodied in a series of papers for the Bureau of the Budget.

## THE PROGRAM AND FINANCIAL PLAN

Bureau of the Budget instructions call for the preparation of two basic documents. The first, known as the Program and Financial Plan, consists of a multiyear plan showing approved program levels. The PFP is organized into two parts, both of which are laid out according to the Program Budget structure. One is a tabulation of program outputs, the other a tabulation of program costs.

Program outputs are a quantified and specific expression of what a given activity produces. Identifying valid programs has proven difficult thus far, and further study is planned.

The second part of the Program and Financial Plan consists of estimates of financial requirements by fiscal year—the type of projection usually made during the spring preview process.

## PROGRAM MEMORANDUM

The second type of document prepared for the Budget Bureau is called a Program Memorandum. This spring, O/PPB prepared a Program Memorandum for each of the six program categories, plus one overall summary document. Each memorandum included an analysis of the activities or projects within a program category and the decisions and recommendations of top management for at least five forward years.

## A COOPERATIVE EFFORT

It is obvious that relating national needs to specific goals, goals to alternative Government programs, programs to specific resources, and resources to budget dollars, and then projecting all four ahead for several years is primarily a decision-making job for line officials. Less obvious perhaps, but important too, is the role of Support in the new system.

The Support Specialists in finance, personnel, logistics, communications and other Support fields can assist the line official in analyzing the cost-effectiveness and Support feasibility

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ity of programs and possible alternatives and in presenting plans in quantitative physical and financial terms.

### PPB AND QRC

One of our greatest assets is the capability to react quickly to meet situations as they arise. It is essential that, in furthering the cause of better management, we do not tie ourselves up in a bundle of red tape. On the other hand, much of what we do can and should be planned well in advance. Thus, it is important that we do the best possible job of forward planning while retaining flexibility and quick reaction capability.



## KEEPING HEALTHY WHILE TRAVELING

Whether you are involved in international travel or just sight-seeing within a country, you will encounter some conditions and situations that can affect your health and well being. Some of the discomfort they cause cannot be avoided; some can. In any event, remember that most countries do not have the high standards of hygiene and sanitation that are found in the United States. Here are a few of the more frequent "problem" areas.

### TIME CHANGES

Much of the international travel that is done today is by jet aircraft that traverse long distances in a minimum of time. The result is that the body is placed in a situation in which its functions are still proceeding on one schedule, yet it is expected to perform on a new one. For instance, travel to Europe

results in about a six-hour time difference that places the dinner hour at about the time the body is expecting lunch, and bedtime arrives at the time the body is expecting to have dinner. Eventually, the body adjusts itself to the change, but in the meantime the person has a fatigue not only of the body but also of the mind; interests lag, attention suffers, and so forth. The cure for this condition is the tincture of time. The time required varies from one individual to the next and from a couple of days to a week or more. Until there has been opportunity for the body to adjust to this change, you should be cautious in making any serious decisions.

### MOTION SICKNESS

In the majority of instances, motion sickness would not occur if the person did not think about it. Children will usually develop it if they see an adult having trouble. If, however, you are one of the unlucky few who are cursed with it, it is possible to control it with drugs. Two of the more commonly used preparations are dramamine and bonine. Dramamine has a side effect that can be an advantage or disadvantage, depending on one's point of view. It causes drowsiness—so for the individual who likes to party, it can definitely be a disadvantage. In the case of rambunctious children it becomes an advantage by helping to keep them out of the way. Bonine has the advantage of requiring only once-a-day dosage.

### BODY CHANGES

In the first few weeks that you are traveling or setting up residence in a new area, there are changes in body functions that occur because of change in the environment, food-stuffs, water, climate, etc. The most common are fatigue and diarrhea. Neither condition is particularly annoying or distressing, and both are short-lived. If the diarrhea is uncomfortable, that is, accompanied with pain or cramping, nausea or vomiting, or fever, then infection rather than change of environment is most likely the cause; and a physician should be consulted. Once the body becomes

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accustomed to the changes, the individual feels as usual.

### CLOTHING AND DARK GLASSES

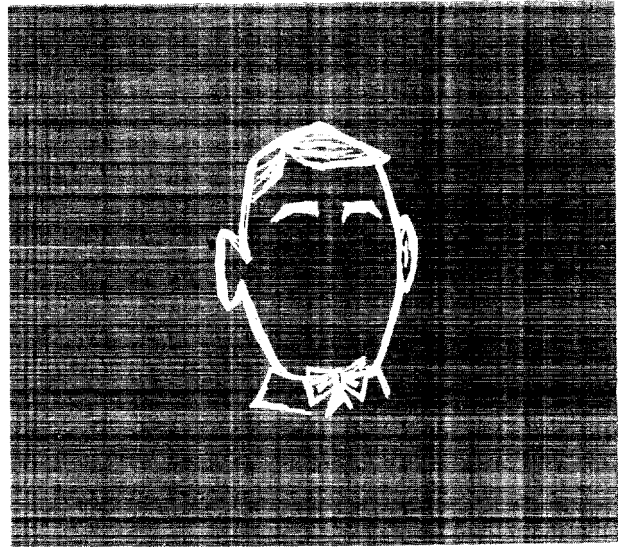
The choice of clothing for any area or for any travel should be made on the basis of what is suitable—not what is stylish. Improper clothing can lead to severe sunburn and even heat stroke; improper shoes can cause blisters. Clip-on dark glasses should never be used, as they permit glare to enter the eyes from the sides. It is far better to spend a little money and obtain dark glasses that have a prescription ground in. For those who wish to have color appear normal, a gray lens (G-15) is the one to choose as it does not distort color.

### EATING OUT

So long as you are traveling aboard an international carrier, there need be little concern about the quality of the food and water. However, when you are traveling or sightseeing through a foreign country or area, be sure that the food and water in restaurants are safe to eat and drink. The simplest rule is to eat only food served hot—nothing cold or raw. Because a food is cooked does not necessarily mean that it is safe—it could have been cooked three days before. However, if it is served hot, regardless of when prepared, it can be considered safe. Avoid the water, milk, and milk products; instead have hot tea or hot coffee without milk or cream, internationally known soft drinks, wine, or beer which is served from a previously unopened bottle.

### FIRST-AID KIT

For those who plan to do much traveling, a first-aid kit is a fine companion. It need not be large but should contain some band-aids, adhesive tape, gauze bandage, gauze pads, Merthiolate or similar antiseptic, aspirin, paregoric or other diarrhea medicine, an eye ointment, and other medical items necessary for the area of travel. Advice on specific first-aid supplies and medical aspects of travel may be obtained from the Office of Medical Services.



### HOW WE SEE OURSELVES AND OTHERS

According to a study made by the Assessment and Evaluation Staff, the kind of stereotype you see depends a lot on where you sit.

### STUDY OF STEREOTYPING

To throw some light on stereotyping in the Organization, the A & E Staff asked experienced collection and production officers to check adjectives describing a "typical" careerist of each type. (For the purposes of the study a stereotype was defined by the staff as a rigid, oversimplified, overgeneralized, biased perception of a person or group of people.)

### AGREEMENT ON MUTUAL TRAITS

The A & E Staff expected that the rating officers would see many good traits as characteristic of both types of officers. And they did. Thus, all raters agreed that the following traits are characteristic of both production and collection officers:

*Alert*  
**CALM**  
**CAPABLE**  
*Clear-Thinking*  
**CONFIDENT**  
**CONSCIENTIOUS**  
*Cooperative*  
**CURIOUS**  
**DEPENDABLE**  
*Efficient*  
**ENERGETIC**

**ENTERPRISING**  
*Foresighted*  
**IMAGINATIVE**  
**INDUSTRIOUS**  
*Initiative*  
**INTELLIGENT**  
**INTERESTS WIDE**  
*Logical*  
**MATURE**  
**ORGANIZED**  
*Patient*

**PRACTICAL**  
**RATIONAL**  
*Realistic*  
**REASONABLE**  
**RELIABLE**  
*Responsible*  
**SERIOUS**  
*Stable*  
**THOROUGH**  
**UNDERSTANDING**

(This list could probably be extended to brave, clean, reverent, etc., and officially recognized as the "Boy Scout syndrome," consisting of characteristics that are desirable in any professional worker regardless of his particular job.)

### INDIVIDUAL GROUP CHARACTERISTICS

The rating officers agree that the following traits are characteristic only of the collection officer: active, adventurous, adaptable, clever, courageous, healthy, daring, and inventive. The emphasis here is clearly on action.

They also agreed that the two traits—fair-minded and methodical—are characteristic only of the production officer. This suggests that the raters agree that our producers are objective and systematic.

Another group of traits emerged which the raters agreed were characteristic of collection officers. However, only the production raters thought they were also characteristic of production officers, while collection felt they did *not* apply to production officers. These traits are: aggressive, individualistic, resourceful, self-confident, tactful, versatile. Evidently production officers feel that social poise and a capacity for independent action are as important in their jobs as in collection jobs, while collection officers feel these characteristics are important only for their own jobs.

Reversing the above analysis, we find that all raters agreed that the following two traits are characteristic of production officers: frank and honest. Production raters felt that those traits applied *only* to production officers, while collection raters felt they were also characteristic of collection officers.

Apparently then, in the eyes of production raters, openness and candidness are not considered particularly characteristic of collection officers, whereas the collection raters feel they are. In fact, production raters go a little further. They consider that shrewdness and coolness are characteristic only of the collection officer.

Not only did the collection raters disagree with this "shrewd, cool" characterization, but they saw themselves instead as sociable, warm people with the following traits applying to themselves *only*: ambitious, appreciative, attractive, charming, considerate, forceful, humorous, sociable, and warm. This list in effect, constitutes the collection officer's self-concept.

In turn, the production officer's self-concept—traits the production raters considered to apply only to production officers—is as follows: ambitious, appreciative, considerate, deliberate, dignified, forceful, generous, humorous, peaceable.



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If we match the above two lists of traits, we note that the raters think the following traits are characteristic of officers in their field only: ambitious, appreciative, considerate, forceful, and humorous. This constellation of traits describes a "nice guy" with a mind of his own who is on his way up—a description most people would not object having applied to them.

Looking at the results in another way, we can list those traits which each group of raters thought was more characteristic of officers of

one type as compared with the other. These are in effect the stereotypes which the particular sample of officers hold of themselves and of each other.

The production raters' concept of the production officer seems close to that of a hard working but genial scholar. They see the collection officer as not particularly deep-thinking or far-sighted, but brave and quick-witted—if a bit opportunistic.

## TRAITS THAT PRODUCTION RATERS THINK ARE MORE CHARACTERISTIC OF THE TWO TYPES OF OFFICERS

### COLLECTION

*Ingenious*  
INVENTIVE  
SHREWD  
*Opportunistic*  
HARD-HEARTED  
WARY

*Daring*  
SPUNKY  
ADVENTUROUS  
*Cynical*  
COOL

TOUGH  
*Masculine*  
COURAGEOUS  
HEALTHY  
*Adaptable*

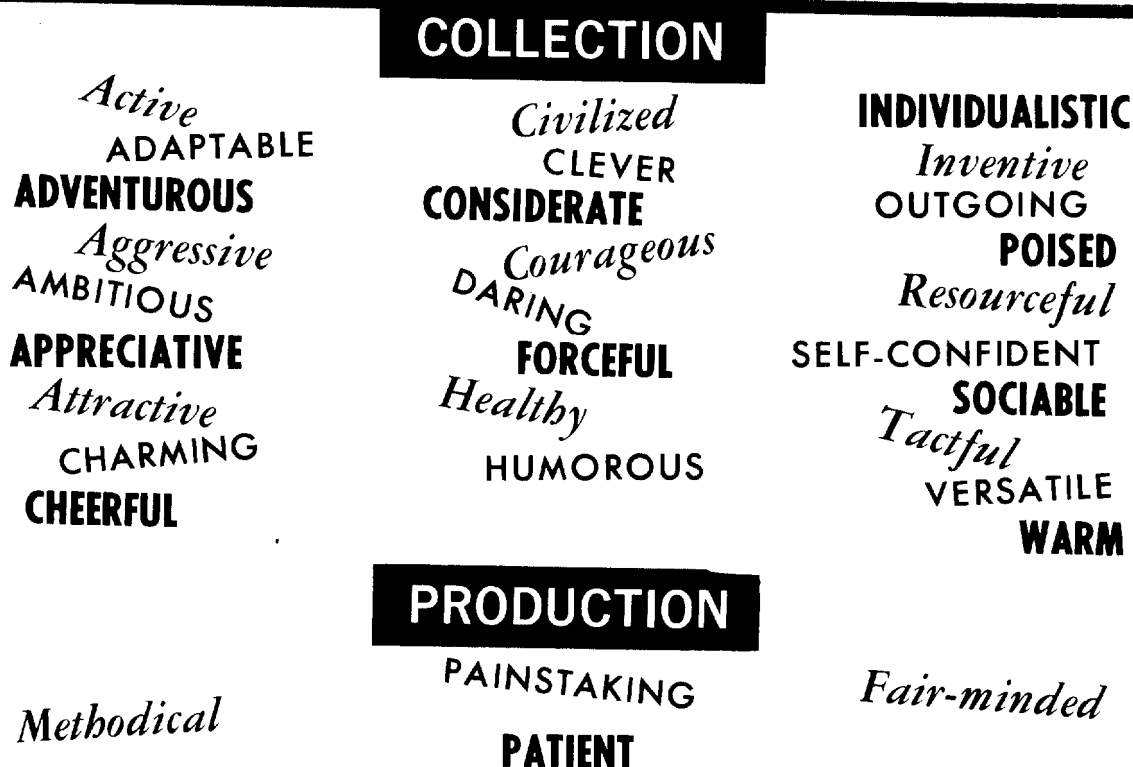
### PRODUCTION

REFLECTIVE  
HONEST  
*Generous*  
FAIR-MINDED  
FRANK  
*Methodical*

OBLIGING  
FORGIVING  
*Deliberate*  
FORCEFUL

AMBITIOUS  
*Considerate*  
PLEASANT  
GENEROUS  
*Peaceable*  
HUMOROUS

## TRAITS THAT COLLECTION RATERS THINK ARE MORE CHARACTERISTIC OF THE TWO TYPES OF OFFICERS



The collection raters' concept of the collection officer embodies many traits which are clearly esteemed by our culture. The collection raters' concept of the production officer seems rather in line with the way production officers see themselves.

### CONCLUSIONS

Although the results were not considered definitive and other raters in other situations

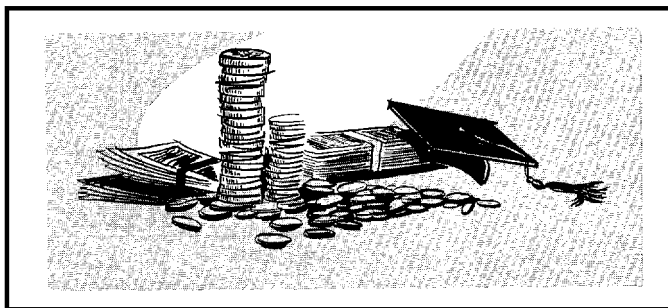
might perform differently, the A & E Staff concluded that the study did indicate that the collection and production officers do have stereotyped views of one another. Any of us who pigeonholes others by speaking glibly of "Latin temperament" or "the Log-type" is also guilty of stereotyping. Seeing a person as a member of a group rather than as an individual impairs effective communication which is an important ingredient in good human relations.

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## FINANCING THE COSTS OF COLLEGE

It has been said that there are only two kinds of parents who want their youngsters to go to college—those who never had the opportunity themselves and those who are college graduates and want their children to follow in their footsteps, preferably back to Dad's Alma Mater. So if you are a parent in one of these two categories the chances are that you should be planning on how you are going



to pay the costs. Of course your youngster may be one of those lucky ones who is an all-state quarterback or for whom Grandpa twenty years ago set up a trust fund of General Motors stock, in which case you've got nothing to worry about. But for the rest of you parents a little planning now will mean a lot less worrying later when you start adding up the costs for even a two-year Junior College.

### WHAT IS IT GOING TO COST?

Estimates vary, but they all agree on one thing—the cost of college is rising steadily and will continue to do so. In the past fifteen years the average price of food, clothing, shelter, and a new car has gone up about 22 percent, while the average cost of attending college has risen by nearly 60 percent. And the worst is yet to come! Most authorities recommend adding 5 percent a year up to the time your youngster may be expected to enter. The average cost is about \$2,000 now as against \$1,275 in 1950. Of course, "average" is a deceptive word and costs vary considerably between public and private colleges. Below are a few samples of annual costs for the year

1964–65. (Figures are for room, board, tuition, and fees. They do not include expenditures for travel, books, clothing, recreation, dues, and personal expenses.)

Mills College (women)	\$2,550
University of Denver	2,010
University of Illinois	1,456
Princeton University	2,820
Union College	2,576
Duke University	1,987
University of Maryland	1,496
Pennsylvania State University	1,845

As an example of the rise in costs, Princeton University costs for this past year were \$3,020.

### PLANNING AHEAD

The best way to be sure you can pay for your child's college education is to set up a regular program of savings and the earlier, the better. There are many different programs: government bonds, endowment insurance, savings accounts, and stock purchases. Choose one that fits your budget; but, most importantly, one you can stick to. United States E Bonds under the payroll savings plan are a comparatively painless way to build a fund. By buying one bond a month, this is the way your fund would grow under the new 4.15 percent interest rate, compounded semi-annually:

At the End of:	\$18.75	\$37.50	\$75.00
7 years	1,797	3,595	7,189
10 years	2,749	5,497	10,994
15 years	4,619	9,239	18,477

By buying bonds in your child's name as owner, either alone or with a parent as beneficiary, you can avail yourself of a special tax advantage. (A co-owner cannot be used under this tax feature.) These bonds become an outright gift from parent to child. Assuming that the child never exceeds \$900 income in any year, the total interest accruals on his bonds will be taxfree when he cashes them for his education.

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The traditional way of placing funds in a bank, credit union, or savings and loan association is still a good one, but be sure the account is properly insured. The disadvantage of this method, of course, is its lack of compulsion. You must rely on your will power to make you deposit the money each month and to keep you from withdrawing it when vacation time comes around or extra expenses pop up unexpectedly. Most savings accounts pay at least 4 percent (many, more than that) but even at that rate if your child is three years old, you can have \$5,000 by the time he's eighteen by saving \$20.30 a month. But if you wait until he's thirteen, the monthly amount will have to be more than three times as much to reach the same goal. The Credit Union now pays a 4.8 percent dividend, compounded annually. If this rate continues in the future, a monthly deposit of \$37.50 (the cost of a \$50 bond), with no withdrawals, will build your child a fund of \$3,735.50 in seven years. (There is a possibility that the Credit Union will begin compounding interest semi-annually when more sophisticated machinery is available.)

## LIFE INSURANCE

There are many choices of endowment life insurance policies on either yourself or your child. They are in effect a "semicompulsory" saving program. Although the earlier dollars you put in, like those in any savings program, will probably be worth less when you collect them, the dividends will tend to offset somewhat the inflationary trend. Regardless of the savings plan you choose to build a college fund, you should assure its completion with adequate life insurance in the event of your premature death.

## PURCHASING STOCKS

If you are fortunate enough to have an adequate life insurance program backed with some savings, you might consider investing

in carefully selected stocks as a hedge against inflation. When using stock purchases as part of your college savings plan, it is well to remember that there is a risk in such an investment. Prices may be down just when Johnny is ready to start college. That's why it is advisable to purchase stocks only as a supplementary measure and only if your total financial condition is strong.

## SCHOLARSHIPS

If your savings aren't quite enough to put your youngster through, don't neglect the possibility of his obtaining a scholarship. More scholarships are available than ever before but they are primarily based on need. (About a fourth of all National Merit Scholarship winners receive only token awards because they can't show need.) Need is defined as the difference between what college will cost and what the student and his family can pay. The table below is typical of the kind used widely by colleges in determining roughly the amount of annual support that would be expected from you.

Income	Number of Dependent Children		
	1	2	3
\$ 6,000	\$ 900	\$ 700	\$ 630
8,000	1,270	990	850
10,000	1,760	1,360	1,170
12,000	2,300	1,810	1,530
14,000	2,900	2,260	1,920

Besides income, your assets such as equity in a house would also be taken into account by the college in determining the student's financial need.

In addition to help from colleges, many organizations such as ethnic and religious groups, trade and professional associations, and veterans organizations give scholarships. And of course our own fund has already provided 25 grants based on scholastic record, motivation, and financial need. Its Execu-

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tive Committee is exploring means to increase the fund to provide more grants in the future.

## LOANS

If you're making under \$15,000 a year, after taxes, you might consider one of the loans available under the National Education Act of 1965 which grants 10-year loans at 3 percent. Preference goes to able students in science, mathematics, teaching, engineering, and foreign languages, and financial need must be shown.

Some local banks grant educational loans at a discounted rate of 3½ percent per annum which amounts to over 6 percent per annum when computed on the actual amount of money provided and the time it is used. Most of these loans are protected by insurance on the borrower. A list of banks having a student loan program may be obtained by writing the Installment Credit Committee, American Bankers Association, 12 East 36th Street, New York, N.Y., 10016.

The Credit Union also makes educational loans, ordinarily a year at a time. These are usually made with the wife as cosigner or if the student is 21 years old or over he may co-sign. Interest is only one-half of one percent per month on the unpaid balance, which on a \$1,200 loan would mean a monthly payment of \$103.32 over a year's time. (The chances are good that the Credit Union will also furnish free insurance before the end of the year.)

## COMPLETING YOUR PLAN

When your youngster is finally ready for college and considering several, it might be well to draw up a sheet comparing costs and balancing expenses and income. After obtaining costs from the latest college catalogs, draw up a work sheet like the one below, but be sure to estimate all items as carefully and realistically as possible, particularly the incidentals and entertainment.

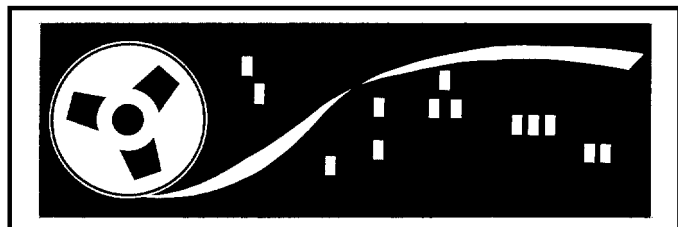
## WORK SHEET FOR COLLEGE COSTS

ANNUAL EXPENSES	College A	College B	College C
Tuition	_____	_____	_____
Fees and Dues	_____	_____	_____
Room	_____	_____	_____
Board	_____	_____	_____
Books and Supplies	_____	_____	_____
Clothing	_____	_____	_____
Entertainment	_____	_____	_____
Travel	_____	_____	_____
Incidentals	_____	_____	_____
Totals	\$_____	\$_____	\$_____

### Sources of Annual College Income

Student Savings	_____	_____	_____
Student Earnings before College	_____	_____	_____
Allowance from Parents	_____	_____	_____
Parents' Savings	_____	_____	_____
Part-time work in College	_____	_____	_____
Other	_____	_____	_____
Scholarship	_____	_____	_____
Totals	\$_____	\$_____	\$_____
Loan Necessary to Balance Budget	\$_____	\$_____	\$_____

## NEW TRAINING METHODS TO BE STUDIED



For several years Government and private organizations have been working on new methods to make learning and teaching easier. The leader within the Government in one of the most promising techniques—programmed instruction or programmed learning as it is sometimes called—has been the Air Force. As a result of its experience, the Air Force claims that in comparison with conventional training methods this system has reduced training time by 33 percent while gaining 9 percent in achievement. Similar improvements have been claimed by industry and many schools.

### LEARNING FROM PROGRAMMED INSTRUCTION

In programmed learning the student works at his own speed, using material which requires him to study the information presented and then react to it before receiving more information. Programmed instruction proceeds in small, logical steps, requires an active response at each step, and gives immediate knowledge of results.

At first it was believed that programmed learning was suitable for teaching only factual material, but it is now being used to teach concepts as well. Teaching machines were widely used when programmed learning was first started, but studies have shown since then that teaching machines do not add materially to the learning when compared with a book-type presentation. Machines such as tape recorders are used, however, in teaching foreign languages by programmed methods; and electronic computers are also being used in some programmed courses.

Programmed instruction does not eliminate the need for an instructor, but it does free some of his time for instruction which cannot be programmed. It also permits an increase in the size of classes.

### APPLICATION TO ORGANIZATION TRAINING

Although the Organization has had experience with programmed instruction for some years and has developed nineteen separate programs on a wide variety of subjects, until recently no attempt had been made to evaluate its general applicability to Organization needs. In January of this year a plan was approved for a comprehensive survey of new learning systems, including programmed learning. The first phase is comprised of a thorough investigation of the present state-of-the-art in programmed instruction and a concurrent evaluation of programmed materials now being used in the Organization. The second phase contemplates the design and initiation of an experimental program within the Organization and its evaluation in comparison with our existing training system. An Instructional Systems Study Group has been established to carry out the plan. The Study Group is presently evaluating "off-the-shelf" programs which appear to have Organization relevance. It also plans to contract with firms to develop programs and provide guidance in development of an "in-house" capability to produce programs specifically designed to meet Organization requirements.

### A "GUINEA PIG" PROJECT

Under the new foreign language policy every professional employee will be expected to possess at the time he arrives at his overseas post, or to acquire within six months, at least a "courtesy" level of proficiency in the official language of his post or in a commonly used alternate language. In addition, non-professional employees and wives of employees serving abroad will be encouraged to acquire "courtesy" levels of proficiency. In view of

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the new policy, the Instructional Systems Study Group has devised a "guinea pig" project. To determine the relevancy of the new programmed materials to the new Organization language requirements, volunteers have been requested to assist in a test of two programs. One program will consist of one hour a day programmed instruction in French or Spanish, five days a week for approximately twenty weeks. The other program in the same languages will be conducted full-time for approximately five weeks. Hopefully, these tests will show that programmed materials of the type used in the experiment can be used to satisfy many of our current language training requirements, especially at the "courtesy" level.

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## IMPROVEMENTS IN CABLE FORMAT AND PROCESSING

During the past two years the format for our cables and the techniques employed to process them have been changed. Many of you have probably wondered why these changes were necessary.

### NEW PROCESSING METHODS

The basic reason for these changes is to simplify and speed up the reproduction and distribution of cables at headquarters. Because of the volume of cables processed on a busy day, it is necessary to segregate and categorize them so that each category can be processed in the most efficient manner possible.

Best results are obtained by using a format that simplifies reproduction problems. For instance, all cables now have twenty lines per page. When regular cables are received at headquarters, they are printed out in page form directly on a multilith master. A mes-

sage "header" is then pasted on the master and the cables reproduced on an offset press. This combination format and processing technique eliminates the need to retype or recopy cables as was done before and saves both time and money. It also reduces the time required to distribute reports at headquarters and facilitates dissemination. One special category of cables with limited distribution is printed out and distributed at headquarters on NCR paper. This technique has proven to be the fastest and most economical means of processing when only a small number of copies is required.

### ADDRESSES NOW SPELLED OUT

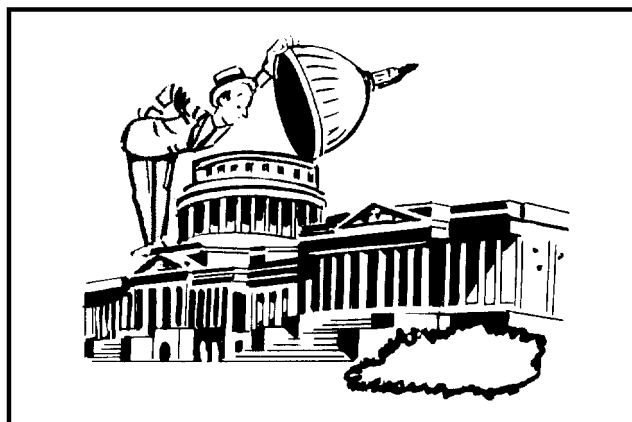
Most of you are no doubt familiar with the recent change in cable addresses. Instead of using four-letter abbreviations, we now spell out the name of each station. Years ago it was decided that only the first four letters in the name of the station were needed for its cable address. Initially, this worked quite well; but when other stations with similar names came long, some of the abbreviations had to be distorted to prevent duplication. So recently, on the recommendation of a study group, we decided to switch to our present practice of spelling out in full the names of stations.

### TREND AWAY FROM ABBREVIATIONS

There has also been a gradual trend away from the use of abbreviations in the text of cables. Abbreviations were encouraged in the past when cryptographic processing was slow and cumbersome. Today, however, most of our electrical communications are processed by sophisticated cryptographic equipment and procedures, so abbreviations have lost most of their former value and, except for the more common forms, should generally be avoided.

Plans are being made to use computers to automate the processing of electrical communications at headquarters, and it is hoped that many more improvements can be made within the next two or three years.

# *A look at LEGISLATION*



## **PRESIDENT SIGNS BILLS BENEFITING EMPLOYEES**

### **INJURY COMPENSATION**

President Johnson has signed into law a bill liberalizing injury compensation benefits for Government employees injured on the job, as well as benefits for survivors of employees killed in the line of duty.

In signing the bill the President said:

"Fifty years ago, a landmark piece of social legislation was enacted: The Federal Employees Compensation Act of 1916. Today, I am happy to sign the Federal Employees Compensation Act amendments of 1966, which modernize and strengthen this historic measure.

"These amendments, the most significant improvement in the law in nearly 20 years, will provide expanded benefits for Federal employees who are disabled in the line of duty.

"This law represents important progress in our national effort to provide working Americans and their families better protection against the economic hardship which accompanies work injuries and fatalities."

Among the new law's provisions are those which provide annual compensation of up to 75 percent of the top level of grade 15; extension of education benefits for children of disabled employees as well as of deceased workers up to age 23; automatic adjustments in the future whenever living costs rise by 3 percent for three consecutive months; and increase compensation for those already on the compensation rolls based on price index increases since 1958.

## **INCREASE IN DOMESTIC MOVING ALLOWANCES**

The burden on employees being transferred within the United States for the convenience of the Government will be eased by a bill recently signed by the President. Under regulations to be issued by the Budget Bureau, the main features provide for:

- An increase in the weight limitation for shipment of household goods from 7,000 to 11,000 pounds.
- Payment for one round trip for an employee and spouse to the new location to find suitable housing.
- An amount not to exceed two weeks' salary (or one week if the employee does not have an immediate family) up to the maximum of GS-13, to cover miscellaneous expenses.
- Payment for customary charges for sale of residence or for the settlement of an unexpired lease.
- Allowance for subsistence expenses of the employee and his immediate family for a period of 30 days (with a maximum prescribed rate) while occupying temporary quarters.

## **RESCHEDULING WORKWEEKS**

Another bill signed by the President gives Government agencies authority to rearrange the workweek of employees whose studies "will equip them for more effective work in the agency." Such employees will still work 40 hours a week, but part of this would be during weekends and evenings.



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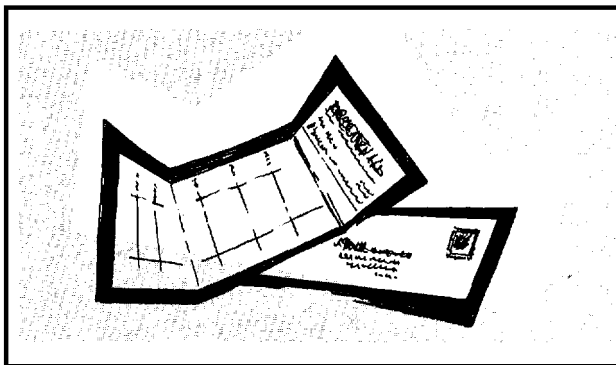
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## PROTECT YOUR LICENSE TO DRIVE CPYRGHT



When you are planning on being overseas for an extended period of time, be sure to furnish your new address to the motor vehicle department from which you received your driver's license. The department can then automatically forward a renewal application to your new address when your license expires.

If you fail to renew your license when you are overseas, you may experience some inconvenience in doing so when you return. For example, in Virginia both road and eye tests are required when a license has expired for more than ninety days.

## THE GREATEST CRIME

According to Lyndall F. Urwick, former Director of the International Management Institute at Geneva and the only non-American to hold both the Gantt Medal and Taylor Key, the greatest crime the administrator can commit is to be too authoritative, too impatient of criticism and discussion, too quick to resent as disloyalty frank differences of opinion as to policy.

The greatest crime you as an employee can commit is not stealing or loafing on the job but refusing to disagree with the administrator when you feel he is wrong. If you are being paid for using your brains, you have an obligation to dissent from decisions you think are wrong.

## PECULIAR INCOME TAX RETURNS

The Internal Revenue Service questions between 5 and 10 percent of the returns that taxpayers file, according to Commissioner Sheldon S. Cohen. He says that the agency has learned to look for peculiarities in returns that imply that further examination may be fruitful. This appears to be based on the development of norms for particular kinds of businesses and individuals within each income bracket, evidently by application of computer technology to a wide range of income tax returns.

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## SUPPORT SCHOOL CPYRGHT ESTABLISHED



Another indication of the increasing weight given by the top officials of the Organization to the importance of the Support role was the recent establishment of a Support School in the Office of Training. Although the idea of a Support School was not new, the large enrollment in internal support courses during Fiscal Year 1965 and a widening of the spectrum of support training requirements made it increasingly evident that the support area of training should be given the same recognition and stature as the others.

### NEED FOR CENTRALIZATION

Before establishment of the Support School the responsibility for support training was divided among three schools. Now all the competence and experience in the broad support field within the Office of Training are under centralized administration, allowing greater concentration of the support mission and better utilization of manpower. The faculties that were transferred to the new school consisted of those responsible for courses in Finance and Logistics, Support Services, Midcareer Executive Development, Management Training, and Clerical Training.

### FUTURE PLANS

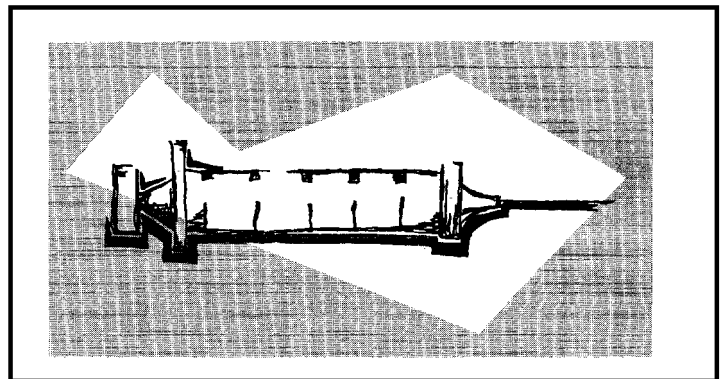
Plans for expanding the responsibilities of the school in the more general area of support are being considered. As qualified instructors become available, an "in-house" capability

may be developed in the fields of Automatic Data Processing, Planning-Programming-Budgeting, and other fields as requirements are levied on the new school.

## NEW IMMUNIZATION PROGRAM

If you have ever suffered from hepatitis (inflammation of the liver) or know anyone who has, you will be particularly interested in a new immunization program that the Office of Medical Services has initiated. Because of its success in reducing the incidence and severity of infectious hepatitis, gamma globulin vaccine is now administered to employees going to most overseas stations and to members of their families accompanying them. (Gamma globulin is unnecessary in Western Europe, Australia, New Zealand, South Africa, Canada, and Hawaii.)

CPYRGHT



### PROGRAMS FOR THOSE OVERSEAS

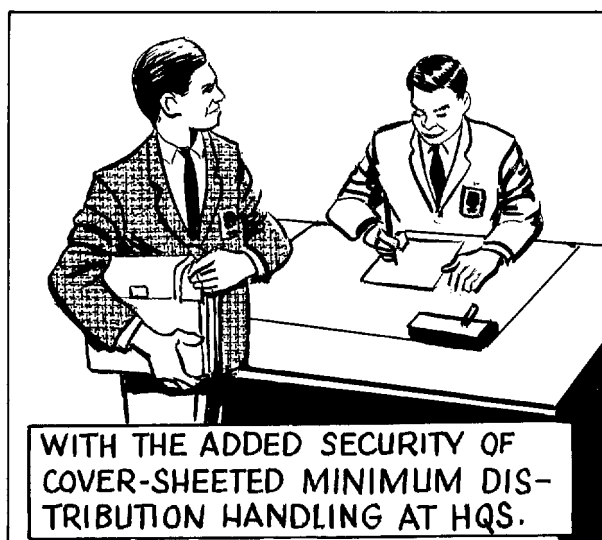
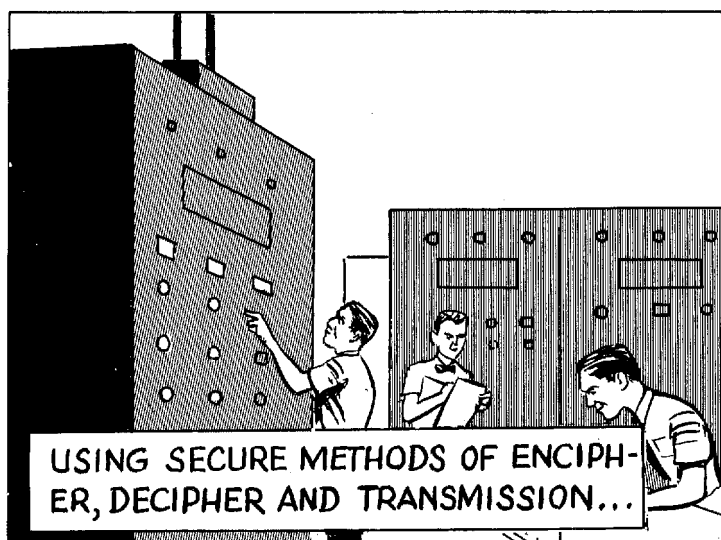
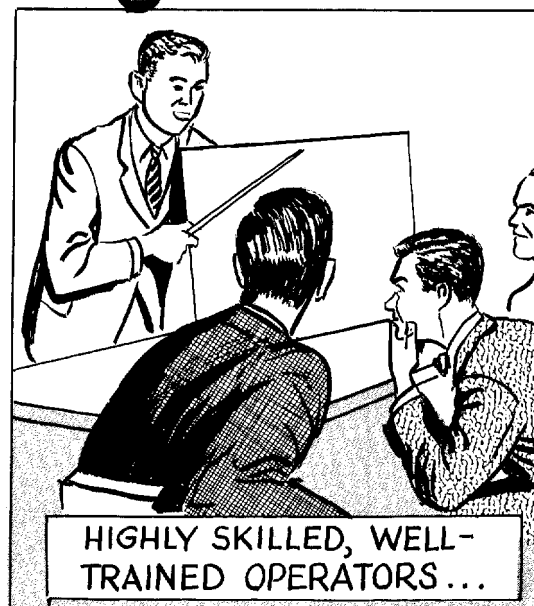
Employees and dependents currently residing abroad should have the vaccine administered locally. If the vaccine is not available locally, it may be requested from Headquarters. The Office of Medical Services recommends that a booster be administered every six months and that employees continue to maintain the highest standards of personal hygiene and environmental sanitation.

## COMPUTER CENSUS

The total of on-the-job computers made by U. S. manufacturers recently broke past the 30,000 mark—a gain of almost 2,200 over last year's tabulations—according to a recent census of EDP systems installed inside and outside the U. S. The total for installations of U. S. systems in all foreign nations equals somewhat less than a third of the total domestic installations.

## ELECTROLYTE FOR DRY CHARGED BATTERIES

Stations and bases should exhaust all possible local sources for electrolyte (battery acid) before submitting their requirements to CONUS. Electrolyte is a commonly used item and is generally available throughout the world. Shipment of this highly corrosive material from CONUS requires costly packaging and special handling in movement.



Communications Security is excellent, but like a chain it's only as strong as the weakest link!  
Don't be a weak link.

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